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Integrated Management Information System project

Twelfth progress report of the Secretary-General

Summary

With the successful implementation of payroll in September 2000 in Headquarters, and the implementation of additional functionalities over the past 12 months, the development phase of the Integrated Management Information System (IMIS) as per the initial plan is completed. Over the past 12 months, the implementation of the finance applications at offices away from Headquarters has progressed with the successful installation of that application at the United Nations Office at Geneva, the Economic Commission for Latin America and the Caribbean and the Economic Commission for Africa. The usage of the system has increased at all duty stations, as far as both the on-line system, with more than 500 users a day on average, and the reporting system are concerned, with more than 370 accesses per day on average.

Improvements to the system, aiming at better meeting of the needs of offices away from Headquarters and reducing manual entries, have been introduced in various areas of operations of IMIS. Major efforts have been made to strengthen the training facilities, through making available on line all the current training courses, improving the access to the desk procedures and organizing of an ongoing training programme for end-users.

An agreement has been reached in principle for the establishment of an IMIS common service for the long-term operation of the system, in cooperation with the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Office for Project Services. As recommended by the Advisory Committee on Administrative and Budgetary Questions, IMIS Service is progressively being integrated into the Information and Technology Services Division of the OCSS. The maintenance of the system continues to be made by the United Nations exclusively and, as planned, the main contractor has been progressively pha ed out and ceased all activities by the end of

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October 2000. While some delays have been encountered in the implementation of the system, the overall projected expenditures remain within the approved budget. Efforts continue to complete the implementation of the system at offices away from Headquarters taking into account local constraints and financial reporting requirements.

While the present progress report still refers to the high volume of activities undertaken during the past 12 months, it is planned that the next report will concentrate, mainly on lessons learned and on future developments. Seven years after the implementation of the human resources applications, IMIS still remains the only fully integrated system available to United Nations system organizations, meeting their specific requirements in most of their administrative needs, in personnel management, payroll, accounting, purchasing, travel and treasury. The IMIS team, while still assisting local offices in the implementation of the system, is reviewing, in consultation with the users, the areas in which to concentrate its efforts for further improvement of the system. Work has already been initiated for upgrading of the technological platform so that IMIS can be made more easily accessible through the World Wide Web. The completion of the project will also enable the United Nations to more easily re-engineer the users' interface. Other major projects to be undertaken by the team include research for a new tool for the reporting application, the issue of consolidation of data, a review of the requirements of peacekeeping missions for the system application and archiving of the IMIS data.

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I. Introduction

1. The purpose of the Integrated Management Information System (IMIS), which was approved by the General Assembly in section XII of its resolution 43/217 of 21 December 1988, is to develop an integrated system for the processing of and reporting on administrative actions at all major duty stations. The main areas covered by the system are personnel management; post management; accounting; procurement; travel, payroll; and budget execution. The Secretary-General has thus far submitted eleven progress reports for the system implementation, the latest of which was submitted to the General Assembly at its fifty-fourth session (A/54/474).

2. The system is currently installed at the eight major duty stations, namely, New York, Addis Ababa, Bangkok, Beirut, Geneva, Nairobi, Santiago and Vienna. It is also being used by the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the International Trade Centre (ITC) and, as far as the human resources application is concerned, by the International Labour Organization (ILO) and the United Nations Children's Fund (UNICEF). The entire system, fully integrated, relies on a set of core functionalities/mechanisms that support its operations, as well the operations of the system at multiple locations. Until the last progress report, reference was made to releases, specifically intended as successive deliveries of parts of the software. With the completion of the delivery of the last components of the system (Release 4 (payroll) and Release 5 (operational components)) and their successful integration, reference to releases has generally been replaced in the present report to references to the functional areas of operation of the system.

II. Status of the project

A. Central controls, operational applications and overall operations

3. The IMIS software is exclusively developed at Headquarters and enhancements of the software are centrally coordinated through the mechanism of the substantive interest groups established as part of the common long-term maintenance with the United Nations funds and programmes using IMIS. New releases of software are centrally controlled and distributed to ensure ease of maintenance and consistent, accurate operations across duty stations.

4. Central controls and mechanisms to support worldwide operations have been developed and implemented over the entire life cycle of the project, but need to be presented in an integrated manner at this point. They include mainly security access to data and transactions, reference tables, workflows (queuing of transactions), account code structure, data consolidation and remote access.

5. The security system has evolved over the development cycle through increased numbers of transactions that can be performed by the authorized users or groups of users. The last upgrade was introduced with payroll implementation, in August 2000.

6. In addition, with a view of increasing accuracy and reducing workload, certain reference tables are centrally maintained and automatically distributed to offices away from Headquarters, UNDP and the United Nations Children's Fund (UNICEF). Out of approximately 150 tables containing reference data (country names, currencies, vendors, etc.), some 50 tables (including salary scales and exchange rates) are distributed to other offices.

7. The workflow mechanism (the capability to queue documents to another user group for follow-up action) has been enhanced in certain areas, to provide for better information on the assignments being sent, and easier access to the relevant screens where the recipient fulfils the assignment.

8. In order to facilitate the data analysis, the data of the various duty stations have been merged with Headquarters data to create a multi-site reporting database. The database is in an advanced testing stage, during which users will be given access to it to develop reports or perform queries. Analysis is being undertaken to determine the best ways to use the database for accounts-closing activities, as recommended by the Board of Auditors. A strategy for moving further into data consolidation is being developed jointly by the Office of Programme Planning, Budget and Account and the IMIS team.

9. Weekly copies of the IMIS and reporting databases of the offices away from Headquarters are

available at Headquarters for consultation and reporting purposes. Direct remote online access to databases in offices away from Headquarters using existing network lines is also available to relevant administrative staff at Headquarters.

10. With the progressive implementation of the system at an increasing number of duty stations, new requirements have arisen with respect to processing of personnel actions on transfer of staff and related data between duty stations, inter-office vouchers and personnel table replications which were part of Release 5. As part of the maintenance of the system, steps are being taken to address these new requirements and to make modifications to the existing software.

11. The IMIS operations support units have been created in the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts to provide help-desk assistance to users worldwide and to generate reports, prepare training material and provide substantive training as appropriate, while the overall training coordination has been taken over by the Office of Human Resources Management.

12. At the completion of the development effort with the introduction of payroll application, the system now comprises 1,100 transaction screens, 5,200 help screens, 4 million lines of code and 900 tables with 14,000 fields. In addition, there are 48,000 web files for desk procedures, 39 hands-on training courses and 14 lecture courses available to system users.

B. Human resources services applications

13. At present, in the human resources functional area, IMIS supports, among others:

(a) Rostering of applicants;

(b) Monitoring of the recruitment process, including job classification;

(c) Processing of all personnel actions required for the management of staff of all categories at all duty stations;

(d) Skills inventory of staff;

(e) Determination of the level of staff benefits after each personnel action, taking into account the contractual situation of a staff member and by applying relevant remuneration scales and entitlements.

14. Personal information on each staff member is maintained in IMIS by means of personnel actions. The average number of personnel actions processed at Headquarters each month has increased from some 3,000 reported in 1999 to some 3,500 at present.

15. The recruitment tracking module supports recruitment processing by allowing the tracking of actions taken for and candidates associated with recruitment requests. It is used for both long-term and short-term recruitment and facilitates the monitoring of the duration of the recruitment process. The module was implemented at Headquarters in July 1999 and at the offices away from Headquarters at the beginning of 2000.

16. A number of enhancements to the human resources functionality have been implemented, with a view to supporting payroll processing. Extensive data verification, both internal to IMIS and between IMIS and the current payroll system and data clean-up, has been undertaken by the Office of Human Resources Management, the executive offices, the Office of Programme Planning, Budget and Accounts and the IMIS team to prepare the personnel database for the payroll implementation. This includes all information relating to staff members and their dependants and complete historical data. The output of entitlement calculations is used for payroll computations. In addition to the 13 entitlements already automatically computed before the implementation of payroll, the processing of a new regular personnel action entitlement (for mid-month salary), four entitlements related to repatriation benefits, 24 new entitlements related to separation/termination, five entitlements related to insurance, two entitlements related to rental subsidy and ten entitlements related to time and attendance, have been introduced. A new staff member pay control mechanism has been introduced, to ensure that staff members' entitlements are automatically updated when all changes are introduced into the reference tables or when retroactive changes are made to the staff records.

C. Finance and support services applications

17. IMIS comprises finance and support services applications that are by far the most extensive and complex component of the system. The system supports, among others, budget implementation, funds

control, processing of obligations, payables/receivables inter-office vouchers and disbursements, cash management, accounting, procurement and travel transactions.

18. As indicated in the eleventh progress report, major efforts have been made to support the implementation of the financial application (Release 3) at offices away from Headquarters. A Headquarters team comprising staff from the Office of Programme Planning, Budget and Accounts, the IMIS team, Information Technology Services Division, executive offices and the Field Administration and Logistics Division in the Department of Peacekeeping Operations is sent to the duty station for data review, its clean-up and conversions, technical installation of the system, training and post implementation support in preparation of Release 3 implementation. The financial application was implemented at the Economic and Social Commission for Western Asia (ESCWA) and the United Nations Office at Vienna in 1999, at the United Nations Office at Geneva in April 2000, at the Economic Commission for Latin America and the Caribbean (ECLAC) in July 2000 and at the Economic Commission for Africa (ECA) in October 2000. Approximately 500 staff were trained at Geneva, 125 at ECLAC and 200 at ECA. The implementation of the financial application to all those offices was successful and has allowed for standardizing the processes across the Secretariat to the maximum extent possible. The accounts are fully reconciled and monthly closings proceed on schedule. The implementation of Release 3 in two remaining offices, namely, the Economic and Social Commission for Asia and the Pacific (ESCAP) and the United Nations Office at Nairobi, is scheduled for the first half of 2001, so as to ensure that the preparation of the financial statements is not adversely affected. Preparatory work for its installation is already being undertaken at those two duty stations.

19. With the continued implementation of this part of the system at offices away from Headquarters, further improvements have been introduced to the system. These include changes made to education grant processing, to allow for certain payments in non-United States dollar currencies, changes to the financial batch programs, to allow them to be run for groups of funds separately, depending on the need of each duty station responsible for producing its own financial statements. Changes have also been made to provide specific accounting treatment for certain general trust funds and revolving accounts, which have financial reporting cycles that are on an annual, rather than biennial, basis.

20. In parallel, changes are being introduced to improve the processing of inter-office vouchers between duty stations using IMIS and between Headquarters and those offices not yet using the system. These changes aim at reducing the volume of manual processing.

21. A new journal voucher upload facility allowing users to bring information into IMIS with minimal manual data entry was also introduced. This new facility was used extensively in the preparation of consolidation entries at Headquarters with respect to offices away from Headquarters for purpose of closing of the accounts for the first six months of 2000. The processing of electronic funds transfer payments to financial institutions in the host country was introduced in the last quarter of 1999. Work has continued on developing an interface to make electronic funds transfer payments to international financial institutions and is expected to be completed at the end of 2000 or in early 2001.

22. Work has also progressed on replacing the mainframe project management reporting system for technical cooperation projects in the Department of Economic and Social Affairs. Certain enhancements to the on-line processing of transactions relating to technical cooperation project expenditures have also been introduced, in addition to an improved capability for consolidating and reporting on project personnel and other statistics. The project delivery report used for reporting to UNDP and UNFPA has also been developed in electronic format, in line with the requirements of those agencies.

23. The travel functionality continues to be successfully used in IMIS at all duty stations where Release 3 has been implemented. Several enhancements to the travel functionality were introduced, including the capability to issue lump-sum payments in non-United States dollar currencies.

24. In the area of procurement, over 4,400 requisitions were processed in IMIS at Headquarters in 1999 and some 3,100 purchase orders were issued from those requisitions. The integrated version of IMIS and the procurement software package used by Headquarters was implemented also at the United Nations Office at Geneva and at ECLAC. The other

duty stations use a special version of IMIS to issue purchase orders directly from the system.

25. In sum, during the reporting period (1 September 1999 to 31 August 2000), 268,437 financial documents were processed in IMIS. Of these, 198,000 were processed at Headquarters and 70,437 were processed in the offices away from Headquarters, where Release 3 had been implemented.

D. Payroll and related applications

26. IMIS completely covers the functional areas of payroll, rental subsidy/deductions, personal insurance and staff time and attendance. The on-line Time and Attendance module was implemented at Headquarters in August 1999, and will be implemented at all offices away from Headquarters by the end of 2000. The module was created to record the absences of staff (e.g. annual and sick leave) and overtime assignments data, such as regular and special overtime.

27. Payroll application (Release 4) is fully integrated into the IMIS system and relies to a great degree on reference tables, data and processing logic that already exists within the system. Payroll data is based on human resources, entitlements and financial data. The application processes the retrieved information to arrive at a net pay calculation and then updates the accounting ledgers by posting disbursements and salary expenditures.

28. During 1999, the payroll module underwent a thorough and extensive testing effort. Owing to the sensitive nature of payroll, which needs to address the specific requirements of staff at all duty stations, the testing effort for Release 4 was greater in scope than that undertaken for previous releases.

29. The payroll process in IMIS is composed of eight phases, which underwent five separate extensive testings. In the course of testing, a total of 2,967 test cases attached to 1,484 different business scenarios were created. Each scenario was run multiple times through the payroll code for a total of 3,751 tests. Furthermore, a specific parallel testing of payrolling in IMIS and in the current mainframe system has been undertaken to verify consistency of data. A comparison was done of data of a total of five months (January, February, March, June and September 2000) for the entire Headquarters payroll population (approximately 9,000 staff) between the old payroll system and the IMIS system for that purpose. This parallel testing will be conducted further for the months of October and November 2000.

30. The new payroll functionality was successfully integrated into production at Headquarters in August 2000. The functionality comprises 3,921 files, 253 new screens, 56 new menu items, 813 new help files and 35 data conversions. It was then turned on effective 1 September 2000. Because of the size and complexity of the module, it was decided to introduce payroll processing incrementally and to start with a representative group of staff from Headquarters and from one peacekeeping mission.

31. During September, October and November 2000, four distinct payrolls were successfully run for this target group: two mid-month payrolls for General Service staff, an end-of-the-month payroll for Professional staff located in the field and an end-of-the-month payroll for Headquarters staff. Newly designed payslips were produced, the disbursement lists were sent to the banks and salary payments were made out of IMIS.

32. With the full implementation of Release 4, the current payroll system will be discontinued at Headquarters as of January 2001 for Headquarters staff, but will continue to be used for UNDP and UNICEF staff until July 2001, when Release 4 will be implemented in those two agencies, as scheduled. UNDP and UNICEF have been advised accordingly and have been requested to initiate their own data verification and clean-up. As of that date, the mainframe system will be used for historical reporting.

33. Training in payroll application, comprising five introductory lectures and 43 hands-on classes and covering 12 distinct functional areas of processing, has been undertaken for a total number of 1,615 administrative staff members who are expected to use the application. Eighteen Secretariat staff have been trained to be trainers and to conduct the training sessions for other relevant staff over a 14-week period.

34. Plans are being finalized for the implementation of payroll at offices away from Headquarters. A limited number of staff from those offices will be trained at Headquarters on the new system operation. For testing purposes, payroll will be run at Headquarters on the copies of the local databases and the results will be analysed jointly by the Office of Programme Planning, Budget and Accounts, the IMIS team and offices away

from Headquarters. Subsequently, the payroll will be run locally, in parallel with Headquarters, to ensure consistency in the processing and in the results. The implementation date of payroll at these offices will be determined locally in consultation with Headquarters, based on the results of the parallel runs and possible local constraints.

E. Reporting applications

35. During 1999, the IMIS Reporting Facility underwent major enhancements and its usage has remained very high. During the period from May to August 2000, users accessed the reporting application at Headquarters 23,588 times (an average of about 284 times per working day) (see annex I, table 2 for details). In over 82 per cent of that usage, the users generated standard reports, while in some 17 per cent of the usage, users downloaded data for customized reports.

36. In August 2000, a new version of the Reporting Facility was implemented using more up-to-date software. The new version required the recompilation of 355 reports, 220 screens, 307 scripts and testing of all of the components. In August, new payroll reports and insurance reports were also introduced. During the period under review, 36 new reports were delivered and 47 were modified to better meet users' needs (see annex I, table 1 for details).

37. As shown in annex I, tables 2 and 3, the Reporting Facility is extensively used at Headquarters and at other duty stations. The executive offices at Headquarters and the central IMIS support units at offices away from Headquarters provide reports and other information to the management. The most frequently used reports are the expenditure reports and post incumbency reports, which provide essential information for managers in a summary format. For example, on a regular basis, the Office of Human Resources Management generates from IMIS consolidated human resources management reports for heads of all departments and offices. The reports contain the data in their respective areas in comparison with the global situation of the Organization. At ECA, a set of reports is generated by its IMIS unit on a weekly basis for distribution to the ECA senior management.

F. Infrastructure and technical issues

38. The entire production infrastructure at Headquarters was upgraded to meet both the additional payroll processing requirements and to keep it up to date. Two new servers were installed at each office away from Headquarters (three in the case of the United Nations Office at Geneva). Performance measurements are being conducted between Headquarters and ECLAC and Headquarters and peacekeeping missions to size the bandwidth required to support a remote production operation.

39. As indicated in the eleventh progress report, the main objective for the maintenance of the system was be the re-engineering of the users' front end to make the system more user-friendly, in particular in the human resources area, which was first implemented seven years ago, and the porting of the application to the World Wide Web. The system is being ported to the latest versions of the software used to develop the users' interface. Once this project is completed, an automated conversion of IMIS to a full industry standard Web will be undertaken. In parallel, a certain number of tasks are also under way to analyse some functional and technical issues related to the Web operations of IMIS. This exercise will require a full retesting of IMIS and is expected to be completed by the end of 2001.

40. The upgrading of IMIS to the new platform will also facilitate the re-engineering of screens to make the system more user-friendly. Analysis of users' requirements are being conducted within the framework of the IMIS common service so that work can then be undertaken to this effect upon completion of the upgrade.

41. Research is also planned with a view to better integrating IMIS into the new electronic United Nations. With completion of electronic publishing of the desk procedures and with the on-line availability of training material, the work will focus on the designing of electronic forms and individual information forms, such as personnel actions, payslips, claims, that can be available on-line.

G. Training activities

42. In the beginning of 2000, responsibility for ongoing training activities was delegated to the Office

of Human Resources Management and the Office of Programme Planning, Budget and Accounts IMIS operations support units, while the Office of Human Resources Management assumed responsibility for coordinating the training. Training in the IMIS application is now part of the central training programme of that Office.

43. Following these arrangements, the Office of Human Resources Management conducted a user survey of IMIS training needs to which more than 370 staff responded. While 80 per cent of the respondents had some training or experience in IMIS already, the remaining 20 per cent of the replies came from staff who had not yet been exposed to IMIS, but who wanted to be trained in the system application. To date, the Office of Human Resources Management has conducted 10 overview classes on IMIS attended by approximately 100 staff. The main purpose of the classes is to provide an overall presentation of the system and to enable the staff to familiarize themselves with the on-line training materials available. The overall training strategy is in fact based on self-training, in view of the high number of subjects and courses available and the specific needs of each user.

44. The survey further indicated a desire among staff for training in administrative policies in general, as well as IMIS training on specific topics. The six topics with the highest number of requests for training were identified as follows: pre-encumbrance, obligations, travel request, funding documents, time and attendance and personnel action processing. A training programme based on the identified needs is being prepared by the Office of Human Resources Management. Relevant functional offices will assist in scheduling classes on those topics during the coming months and, as appropriate, will conduct the classes on the issues of administrative policy and related IMIS procedures. In addition, a specific training programme in application of the IMIS reporting functionality is under preparation. The training database contains material for exercises in all areas of IMIS, including human resources, finance, travel, pre-encumbrance, obligations, entitlements and payroll. The database is used for training in new functionality, namely, end-of-service and payroll, as well as for training for offices away from Headquarters as they implement a new release of IMIS.

45. Four types of training materials to assist users in self-training have been developed: videos, desk procedures, overview documents of the main topics and a training database, with associated training exercises. All these materials, with the exception of videos, are available on-line through the Intranet and are also distributed electronically on a regular basis to offices away from Headquarters.

46. The IMIS Help Desk in the Office of Human Resources Management maintains the human resources desk procedures and is available for clarifying human resources substantive and desk procedure questions. The Finance and Support Services (Travel and Procurement) IMIS Help Desk maintains the relating services desk procedures and are available for clarifying substantive and desk procedure questions. The Office of Programme Planning, Budget and Accounts is in the process of completing an update of the finance desk procedures.

III. Implementation of the Integrated Management Information System in tribunals and peacekeeping operations

47. It may be recalled that the Secretary-General was requested to submit a detailed plan for the implementation of IMIS at tribunals and peacekeeping missions.

48. In the case of the International Criminal Tribunal for Rwanda, all international staff are already being administered through IMIS at Headquarters. The implementation of payroll in Headquarters will be extended also to that staff. If it were decided to implement IMIS at the International Criminal Tribunal for Rwanda, the system would most likely have to be implemented locally although the results of the tests for remote accessibility could potentially make it possible to access the United Nations Office at Nairobi IMIS from the headquarters of the International Criminal Tribunal for Rwanda and use it remotely for that Tribunal's purposes. In the case of the International Tribunal for the Former Yugoslavia, some contacts have recently taken place to present possible alternatives to its administration, but these contacts still remain at a very high level. The implementation of the system for the International Tribunal for the Former Yugoslavia could be either local or through remote access to the United Nations Office at Geneva.

49. The situation concerning the peacekeeping missions is more complex. Currently, 2,800 international staff are already administered through IMIS at Headquarters. The records of another 1,000 staff are also kept in IMIS for administrative and reporting reasons. Given the local conditions, however, IMIS cannot be implemented in most of the peacekeeping missions. Owing to the different size and nature of such missions, the local conditions and the needs for immediate deployment of systems at very short notice, there may be multiple different solutions, as follows: (a) a "lighter" IMIS could be rapidly deployed and activated at most of the missions, and in that case, would not require local specialized expertise; (b) remote accessibility of IMIS already installed at Headquarters, or at other duty stations with respect to some other peacekeeping missions could be provided; and (c) IMIS "as is" could be deployed at the established missions. In addition, a more specific data consolidation mechanism for consolidated reporting would be required.

50. It had been agreed between the Department of Management and the Department of Peacekeeping Operations that the analysis of this issue would be conducted at four levels: the IMIS database itself, the front end, the specific functionalities that are required by the peacekeeping missions but are not currently available and the technical platform, including remote accessibility and portability. An analysis of the benefits and functionalities existing in IMIS which are not yet available at the peacekeeping missions is also needed.

51. Owing to the current limited resources available to both the Department of Management and the Department of Peacekeeping Operations, the first phase of the project will focus on remote accessibility. While there does not seem to be difficulties concerning the structure and design of the database, it is clear that the front end would have to be re-engineered better to meet the specific requirements of the peacekeeping missions. The upgrade of the system and the porting to the Web could facilitate this task. In the case of functionality not currently available in IMIS, while some are required to be developed within the system, such as the local staff-relating functionalities, others which already exist would require interfaces. This is not much different from the present situation, where several separate systems are used for human resources, payroll, accounting and logistics.

52. Once this analysis is completed, a cost-benefit analysis will have to be conducted, namely, an analysis of the current operational costs of the various systems in place, the expected life span of such systems and projected replacement costs, versus the costs required for making IMIS suitable for deployment at peacekeeping missions and its operations costs. At this stage, it is not possible to give an answer — either positive or negative — with regard to the mode and time-frame for implementation of IMIS at peacekeeping missions. The level of resources required for conducting such analysis will be jointly determined by the Department of Peacekeeping Operations and the Department of Management and may be requested in the context of the proposed budget for peacekeeping missions for future financial periods. Progress made on this issue will also be reflected in the thirteenth progress report on IMIS.

IV. The Integrated Management Information System as a common service

53. An agreement in principle on the establishment of an IMIS common service has been reached with UNDP, UNFPA, the United Nations Office for Project Services and UNICEF, to provide maintenance services and development in the common interest of the partners and to provide technical help-desk and consulting services on a full cost-recovery basis. Substantive interest groups, including representatives of the United Nations funds and programmes, have been established in the four substantive areas of finance, human resources management, support services and technical infrastructure, and have been in operation since June 2000.

54. As regards the mode of financing the IMIS common service, based on the amount of changes made to the United Nations version of IMIS and on the parts of the system being used or expected to be used by each organization, it was agreed that the United Nations maintenance team would need to be strengthened in the long term. Such additional and relating operating costs would also be shared among the beneficiaries.

V. Future developments

55. Following the successful implementation of all main functionalities of the system, the IMIS maintenance team will concentrate on: (a) continuous assistance to offices away from Headquarters in implementation of the system locally and relating issues of training and technical support; (b) issues identified during testings and those arising in the course of normal operation of the system; and (c) major enhancements to the system in response to legislative or managerial decisions.

56. The major system enhancements, which have already been mentioned in various parts of the report, can be summarized as follows:

(a) Further consolidation of data, with a view to facilitating global reporting and preparation of the financial statements. Work on this (long-term) project has already begun;

(b) Archiving of IMIS data that is no longer required. Work has already begun and is projected for completion in early 2002;

(c) Upgrading of the technical platform to enable moving the entire application to the Web. The work on this project has already begun and is expected to be completed by the third quarter of 2001;

(d) Analysis of the requirements for the system implementation in the tribunals and peacekeeping missions. The work on this project would commence in 2001;

(e) Implementation of electronic forms, with a view to updating the system (pilot project to be completed by the end of 2001);

(f) Implementation of "personal accounts" to make the IMIS personal data (fact sheets, personnel actions, claims, payroll statements) available to staff on-line (pilot project to be completed by the end of 2001);

(g) Re-engineering of the users' interface, with a view to making the system more user-friendly (the project will be initiated in 2001);

(h) Research of the new reporting tool, with a view to replacing the one currently used (future project).

57. The main objectives of these projects are to capitalize on the achievements attained thus far with the development and implementation of the system in order to contribute to the creation of an electronic United Nations by further streamlining workflow processes, simplifying and accelerating the processing of personnel and financial transactions and increasing usage of the system as a management tool. It is intended that these major improvements be completed from within the existing resources made available for the IMIS operations.

VI. Budgetary matters

58. By its resolution 53/219 of 7 April 1999 the General Assembly, after reviewing the tenth progress report, the report of the independent experts and the report of the Board of Auditors, approved overall budget estimates of $77.6 million for completion of the development of IMIS. As reflected in table 1 below, the projected overall level of expenditures is currently expected to remain within the approved amount of $77.6 million. As was to be expected, some adjustments had to be made in the distribution of projected expenditures based on the actual expenditures during the period from November 1998 to date.

59. The staff cost projections, based on actual expenditures to date, show a projected lower expenditure of $975,900, primarily owing to differences between actual and budgeted standard staff costs and higher than expected rotation of the IMIS staff. The projected expenditures until the end of the project relate to the salaries of the local coordinators at offices away from Headquarters, the salaries of project staff required for the implementation of Releases 3 and 4 worldwide, including the parallel running of payroll, and resources for offices away from Headquarters to assist during the implementation phases of Releases 3 and 4.

60. The projected travel costs, related exclusively for implementation activities at offices away from Headquarters, show an increase of $395,600, owing to the higher number of staff assigned to pre-implementation and implementation activities at those offices.

Table 1
Revised estimates for the development and implementation budget of the Integrated Management Information System
(Thousands of United States dollars)

	Overall budget estimates approved by the General Assembly	*Expenditures as at 31 October 2000*	*Projected expenditures for the period from November 2000 to project end*	*Revised total cost of the project*	*Estimated surplus (deficit)*
General temporary assistance	20 521.4	18 368.0	1 177.5	19 545.5	975.9
Travel	1 149.9	1 017.9	527.6	1 545.5	(395.6)
Training	4 681.3	3 937.4	740.6	4 678.0	3.3
Contractual services	45 759.1	43 423.1	146.4	46 596.2	(837.0)
Communications	301.8	283.9	-	283.9	17.9
Supplies/miscellaneous expenses	235.7	303.0	5.4	308.5	(72.7)
Hardware	3 105.3	2 815.3	9.2	2 824.8	280.5
Software	1 824.5	1 724.5	72.2	1 796.7	27.8
Total	**77 578.9**	**74 873.0**	**2 705.9**	**77 578.9**	**-**

61. The projected expenditures for contractual services show an increase of $837,000, due to a need for extended support services by the main contractor in relation to the testing of payroll and from other contractors working on the reports development. The quality of the implementation of payroll and the increased usage of reports confirm the correctness of the approach taken. It should be noted that, by the end of October 2000, the contract with the main contractor had been completed.

62. Projected expenditures for training, hardware, software, communications and supplies show minor variations due to actual requirements.

VII. Conclusions and recommendations

63. **In summary:**

(a) The development phase of the system has been completed with the successful implementation of the payroll application;

(b) The implementation of the finance applications at offices away from Headquarters is progressing successfully;

(c) Some delays have been encountered in the implementation of payroll at Headquarters and for the finance and payroll applications at offices away from Headquarters. In those cases, priority has been given to the quality of the implementation, rather than to adherence to scheduled dates. The successful implementation of the system has confirmed the correctness of this strategy. The finance applications will be completely implemented at offices away from Headquarters by mid-2001. The implementation of payroll at offices away from Headquarters will be determined locally, in consultation with Headquarters and taking into account local conditions and constraints;

(d) The main contractor services, minimal since June 2000, were discontinued at the end of October 2000;

(e) The issues related to the possible implementation of the system in tribunals and peacekeeping missions will be reviewed during 2001, in consultation with the Department of Peacekeeping Operations and the local administrations concerned, and reported on to the General Assembly, as appropriate;

(f) The IMIS team has undertaken a number of improvements to the system. It plans further major improvements which will ensure better functioning of the system, fuller response to the users' needs and will contribute to the creation of the electronic United Nations;

(g) The overall level of expenditure for implementation of the system is projected to remain within the budget of the project approved by the General Assembly in its resolution 52/219.

64. **The General Assembly may wish to take note of the present report.**

Annex I

Table 1
Standard reports in production and under development as at September 2000 and Integrated Management Information System Reporting Facility report statistics

	Integrated Management Information System Reporting Facility report statistics as at 31 August 2000. Sorted by subject area name within category						
	In production		*In progress*		*Total*		*Modified reports over last 12 months*
Subject area	*31 August 1999*	*31 August 2000*	*31 August 1999*	*31 August 2000*	*31 August 1999*	*31 August 2000*	
Reference							
Accounting reference	79	77	1	-	80	77	5
Entitlement reference	25	25	3	-	28	25	8
Geographic reference	34	34	-	-	34	34	-
Personnel reference	23	23	-	-	23	23	-
Payroll reference	-	-	1	-	1	-	-
Travel reference	-	-	-	-	-	-	-
Reference total	**161**	**159**	**5**	**-**	**166**	**159**	**13**
Business areas							
Budget	3	3	3	-	6	3	-
Insurance	-	10	12	1	12	11	-
Payroll	2	6	21	12	23	18	-
Personnel administration	41	43	1	2	42	45	6
Post management	-	-	-	-	-	-	-
Procurement	-	-	-	-	-	-	-
Standard financial	78	85	3	5	81	90	13
Standard financial technical cooperation	6	6	19	16	25	22	6
Time and attendance	6	6	-	-	6	6	6
Travel and transportation	5	5	-	-	5	5	-
Treasury	2	3	-	-	2	3	-
User security	31	31	-	-	31	31	3
Business areas total	**174**	**198**	**59**	**36**	**233**	**234**	**34**
Grand total	**335**	**357**	**64**	**36**	**399**	**393**	**47**
Executive office							
Standard financial	25	32	-	-	25	32	-
Personnel administration	32	39	-	-	32	39	-
Executive office total	**57**	**71**	**-**	**-**	**57**	**71**	**-**
Grand total	**392**	**428**	**64**	**36**	**456**	**464**	**47**

Annex II

Integrated Management Information System implementation dates and usage and reporting statistics as at August 2000

A. Implementation dates

	UNHQ	*UNOV*	*ESCAP*	*UNOG*	*ECLAC*	*UNON*	*ECA*	*ESCWA*
Live date								
Release 1 (HR)	9/93	6/96	8/96	3/97	4/97	6/97	10/97	2/98
Release 2 (Ent)	4/98	8/98	8/98	8/98	9/98	1/99	8/98	7/98
Release 3 (Fin)	4/96	5/99	3/01	4/00	7/00	7/01	10/00	10/99
Release 4 (Payroll)	9/00							

B. Usage statistics as at August 2000

	UNHQ	*UNOV*	*ESCAP*	*UNOG*	*ECLAC*	*UNON*	*ECA*	*ESCWA*
Number of users								
Registered users	1 366[a]	321	90	592	208	45	138	192
Transactions								
Approved PAs	214 831	15 886	6 646	49 378	7 357	14 896	8 245	3 485
Recruitment requests	1 000	68	10	411	0	0	15	0
Travel requests	34 554	2 756		3 961	93			786
Pre-encumbrances created	61 900	1 354		4 188	1 940			733
Obligations created	77 406	1 384		3 477	1 948			719
Database size								
Staff members	10 028[b]	1 014	636	3 790	615	1 311	719	323
Household members	14 255	1 515	1 332	6 066	1 349	3 291	2 200	688

C. Reporting statistics from 14 to 29 August 2000

	*UNHQ**	*ECA*	*ESCAP*	*ESCWA*	*UNOG*	*UNON*	*ECLAC*	*UNOV*
Number of transactions	23 588	50	28	491	1 297	105	320	500
Number of download(s)	4 090	1	0	26	267	17	28	9
Number of run report(s)	19 194	49	28	465	1 012	88	272	490
Number of unique users	334	1	3	18	60	4	9	31

* 9 May-31 August.

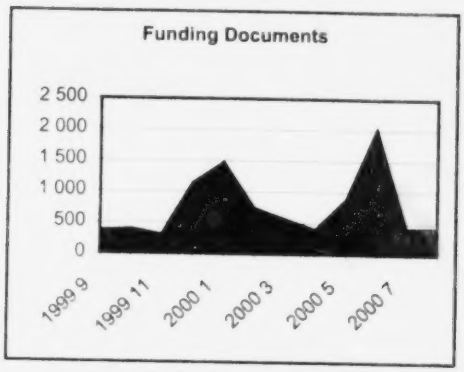
[a] Per a recommendation of the Office of Internal Oversight Services, expired user identifications have been removed. As a result there are fewer registered users as compared to 1999.

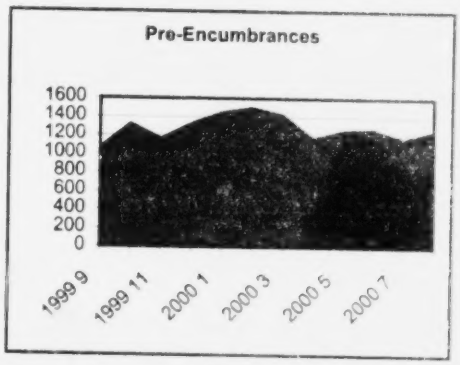
[b] Approximately 8,500 staff are payrolled by United Nations Headquarters and over 1,500 are administered by United Nations Headquarters but payrolled by another location. Of the 1,500, 1,000 are staff of the Field Administration and Logistics Division of the Department of Peacekeeping Operations.

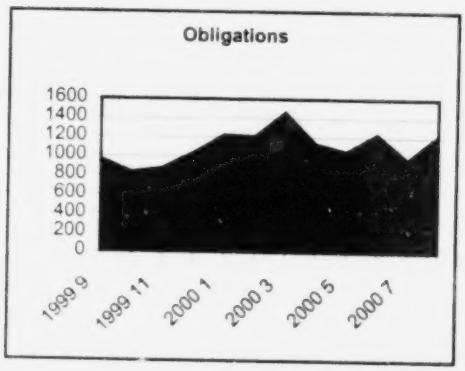
Annex III

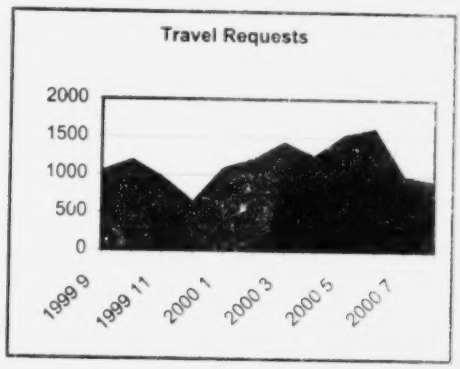
Integrated Management Information System monthly usage statistics

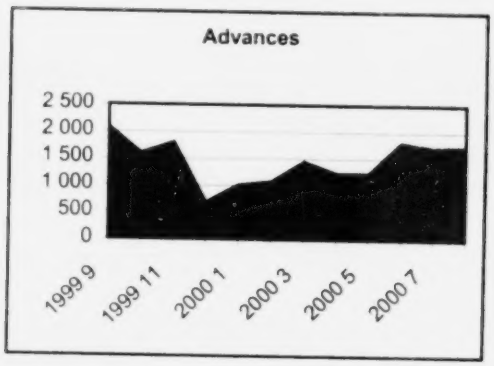
(September 1999-August 2000)

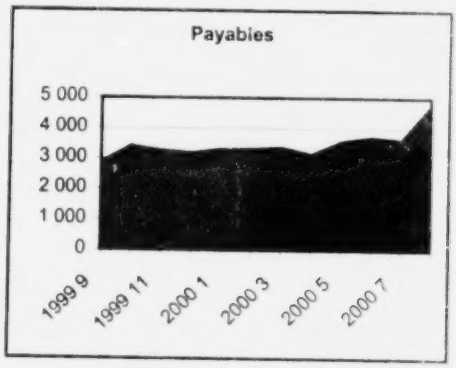


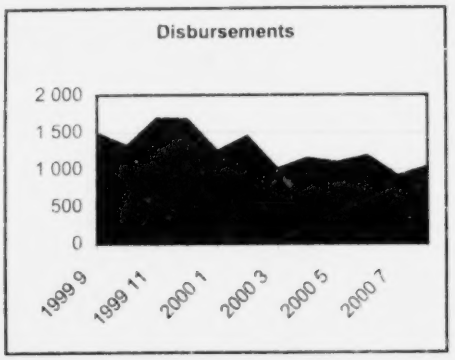


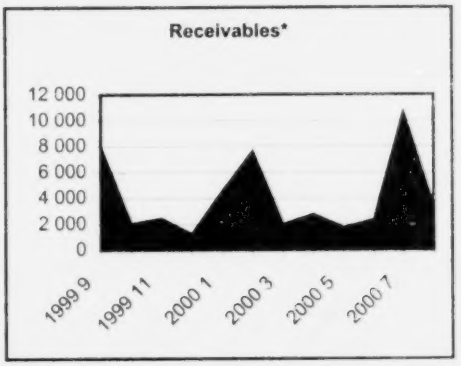


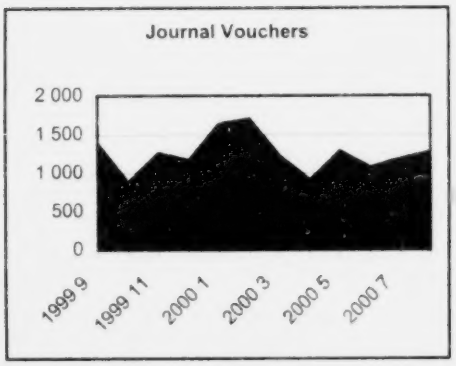


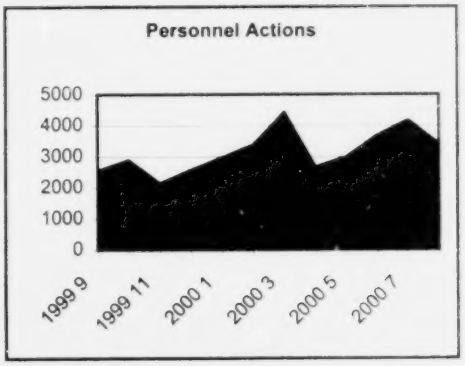


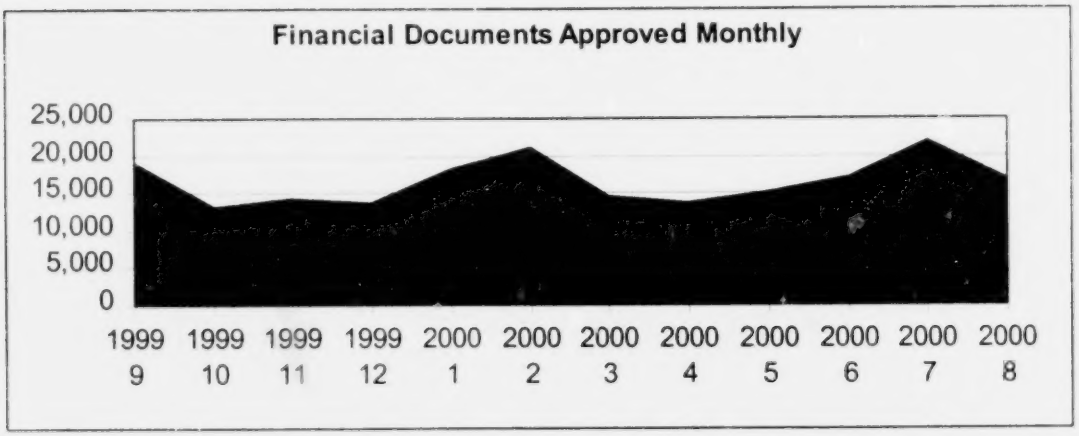



Disbursements
2 000
1 500
1 000
500
0
1999 9
1999 11
2000 1
2000 3
2000 5
2000 7


Receivables*
12 000
10 000
8 000
6 000
4 000
2 000
0
1999 9
1999 11
2000 1
2000 3
2000 5
2000 7


Journal Vouchers
2 000
1 500
1 000
500
0
1999 9
1999 11
2000 1
2000 3
2000 5
2000 7


Personnel Actions
5000
4000
3000
2000
1000
0
1999 9
1999 11
2000 1
2000 3
2000 5
2000 7


Financial Documents Approved Monthly
25,000
20,000
15,000
10,000
5,000
0
1999 9
1999 10
1999 11
1999 12
2000 1
2000 2
2000 3
2000 4
2000 5
2000 6
2000 7
2000 8

Monthly average of distinct users

For the reporting period (01 Sep 1999 - 31 Aug 2000), the average of distinct users accessing IMIS on a normal workday is 511.

September 1999 – August 2000